



# National Park Service

*Experience Your America*

## Stephen T. Mather Training Center Harpers Ferry, West Virginia

### Annual Report for FY 2001



Wirth Hall from Bolivar Heights  
(Formerly Storer College, 1867-1955)  
Stephen T. Mather Training Center  
Harpers Ferry, West Virginia  
August, 2001



Interpretive Methods Class  
Stephen T. Mather Training Center  
Harpers Ferry, West Virginia  
March 2—May 1, 1964



**NATIONAL PARK SERVICE EMPLOYEE TRAINING & DEVELOPMENT  
STEPHEN T. MATHER TRAINING CENTER, HARPERS FERRY, WEST VIRGINIA  
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## INTRODUCTION

The National Park Service established the Stephen T. Mather Training Center in 1964 as its eastern cornerstone facility for the training and development of Park Service employees across the National Park System. The Mather Training Center is located within the boundaries of the Harpers Ferry National Historical Park in Harpers Ferry, West Virginia. It occupies the historic campus and structures that once housed Storer College, one of America's first sites where African-American students pursued their education (1867-1955).

Originally, Mather Training Center focused its efforts almost exclusively on the training and development of Park Service interpreters. This was a deliberate decision by the Service to assure a strong relationship between the Training Center and the Harpers Ferry Interpretive Design Center, also located on the former Storer College campus. The idea that park interpreters throughout the Service could come to one place—Harpers Ferry—for their basic training and their interpretive media needs was compelling. Essentially all Service interpreters have received their training and development through Mather's programs for the past thirty-seven years.

Today, Mather Training Center also manages the NPS Career Field training curricula for Administration & Office Management Support, Cultural Resources Stewardship, and Visitor Use Management. Mather coordinates two NPS Special Programs as well—the Servicewide Intake Trainee Program and the National Park Service—National Conservation Training Center (Fish & Wildlife Service) Interagency Partnership.

Following are selected highlights and reports of FY 2001 accomplishments and events at the Stephen T. Mather Training Center, as well as plans for FY 2002.

## **IMPLEMENTING THE SERVICEWIDE TRAINING & DEVELOPMENT PROGRAM**

In March, 2001, the National Park Service Training & Development Community developed a new mission statement to guide the Servicewide Training & Development Program into the new century:

### ***Mission Statement for the NPS Servicewide Training & Development Program (March, 2001)***

- *The NPS is committed to individual and organizational effectiveness in order to accomplish its strategic goals.*
- *Training and development is a catalyst for the NPS to engage in continuous learning, professional growth, and organizational effectiveness.*
- *The professional Training and Development Community focuses on working with agency leaders to predict and develop strategies/approaches that contribute to a workforce capable of accomplishing NPS strategic goals.*

Five new strategic goals were also articulated:

### ***Strategic Goals for the NPS Servicewide Training & Development Program (March, 2001)***

1. *Develop a more flexible and capable training & development organization that is responsive to NPS leadership and strategic goals.*
2. *Build a competency-based, integrated system for managing employee performance.*
3. *Ensure all employees are grounded in the history and mission of the NPS and understand their contributions to our success.*
4. *Develop and implement a measurement system to monitor the effectiveness of what we do.*
5. *Develop an agile workforce that is capable of responding to changing organizational and personal needs.*

The new mission statement and strategic goals guide, incorporate, and build upon aspects of the *Employee Training and Development Strategy* (1995), the former strategic plan for the Servicewide Training & Development Program. And they articulate new emphases and direction for the 21<sup>st</sup> Century. They underpin all of Mather Training Center's activities for Fiscal Year 2001.

During the past five years, Mather Training Center accomplished the following items:

- Developed competencies and new curricula in its four assigned career fields, the Intake Trainee Program, and the NPS-NCTC Interagency Partnership Program.
- Completed training and development needs assessments for the Administration, Interpretation, and Cultural Resources Stewardship Career Fields.
- Pioneered innovative training approaches including distance learning, Internet and Intranet-based training, and mentoring programs.

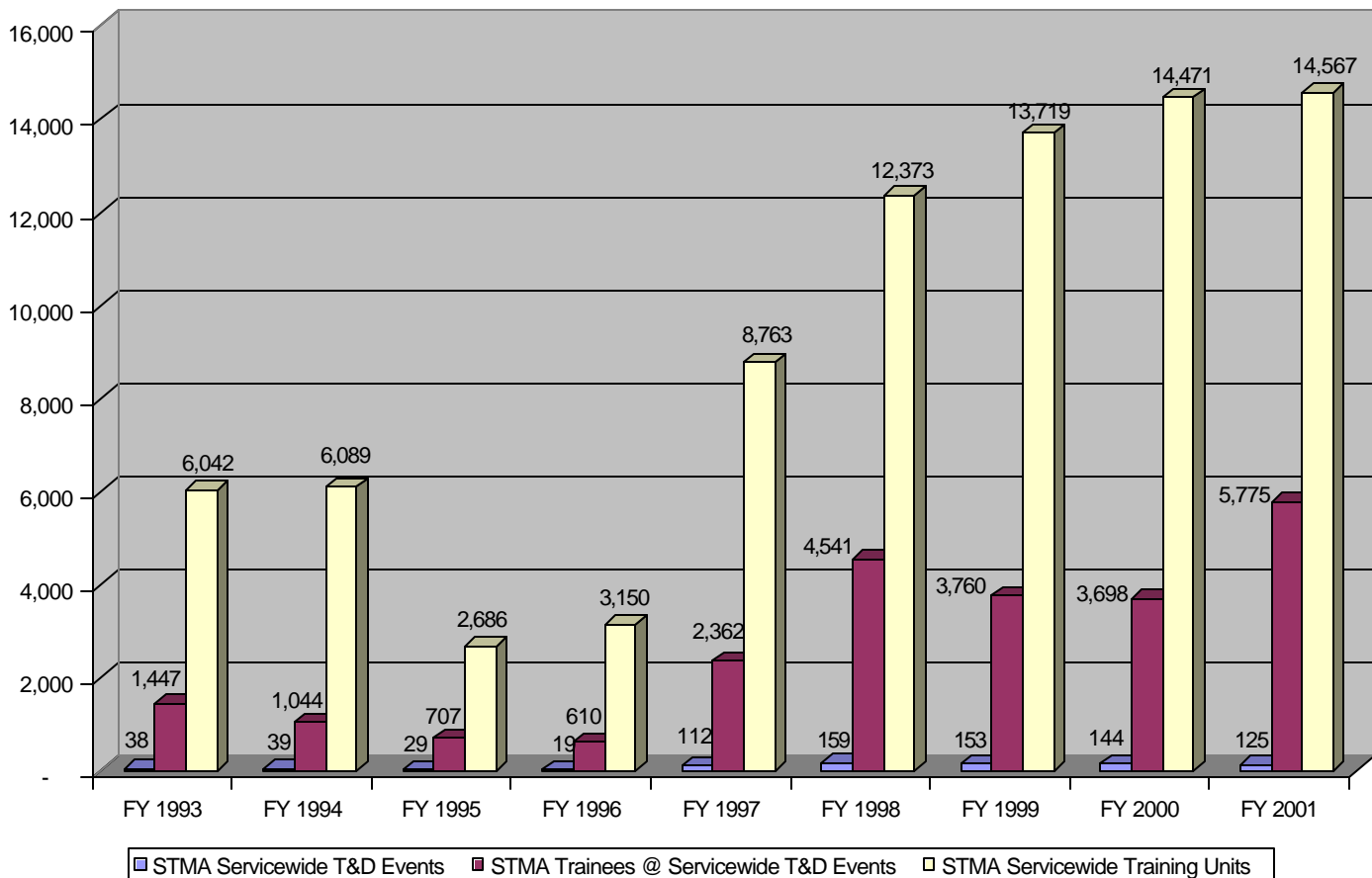
**NATIONAL PARK SERVICE EMPLOYEE TRAINING & DEVELOPMENT  
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- Established numerous partnerships for the enhancement of employee training and development.
- Instituted a comprehensive program for the assessment and certification of interpretive skills.
- Actively sought new funding sources.

Detailed records of Mather Training Center's outputs and outcomes for the past nine years are recorded in Appendices F and G, and overall numbers are displayed in Chart 1 below.

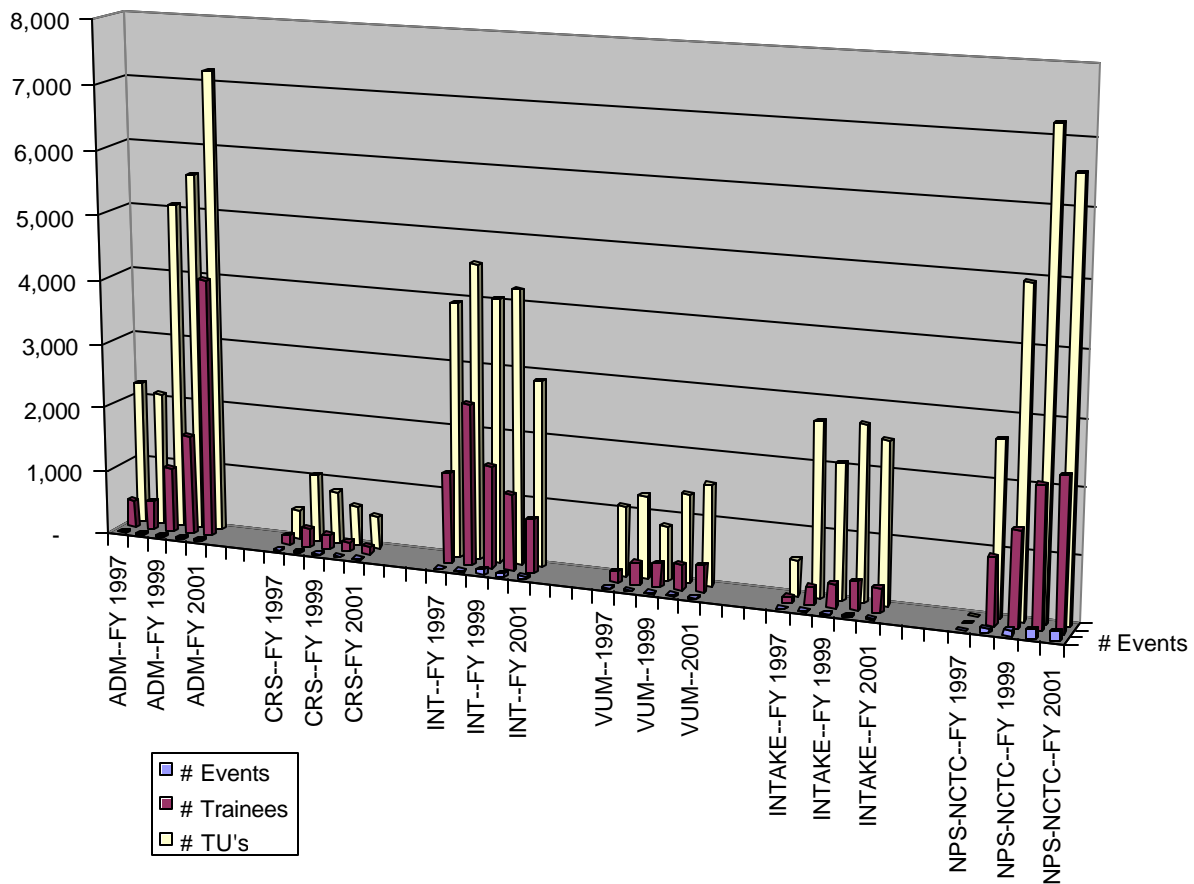
**Chart 1: STMA Summary Statistics for Servicewide Training  
FY 1993–FY 2001**



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Chart 2 groups Mather Training Center's outputs and outcomes for the past five years by its assigned NPS Career Fields and Special Programs.

**Chart 2: STMA Career Field & Special Programs Statistics  
FY 1997-FY 2001**



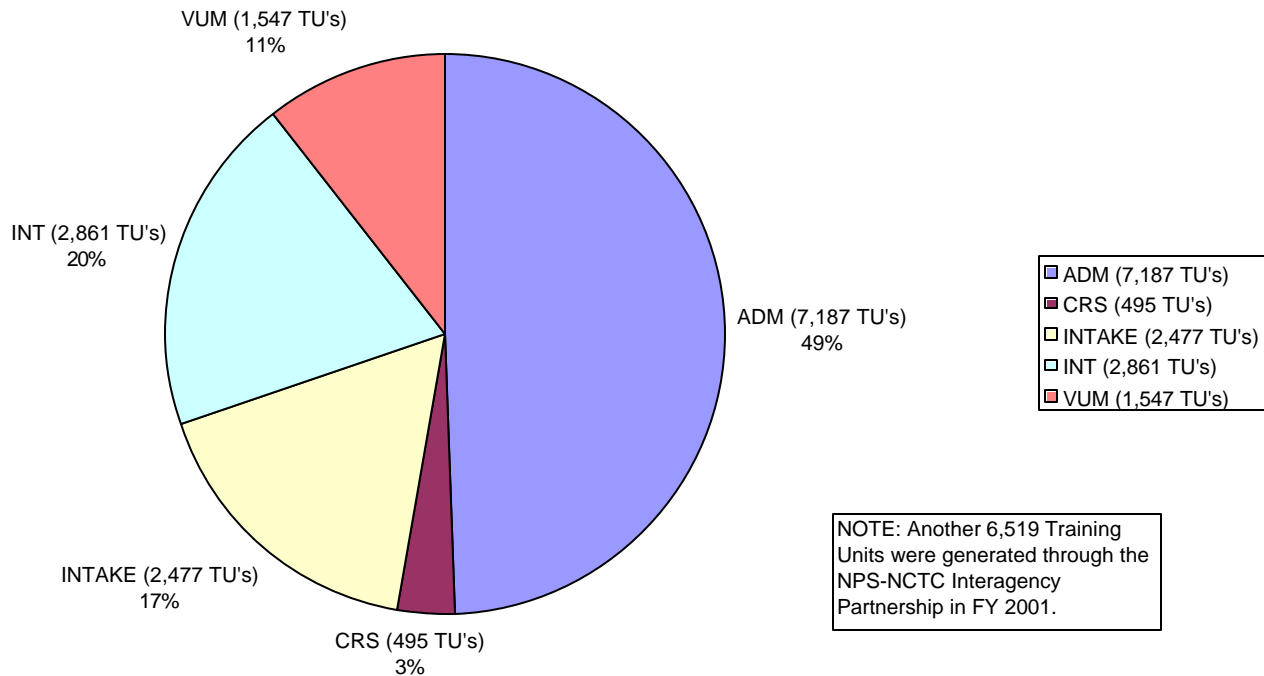


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Chart 3 indicates NPS Training Unit outputs in FY 2001 by Mather Training Center's six assigned programs.

**Chart 3: Servicewide Training Units @ STMA by Career Fields--FY 2001**  
**(Total = 14,567 Training Units)**



**STEPHEN T. MATHER TRAINING CENTER HIGHLIGHTS—FY 2001**

- **Overall:** The Stephen T. Mather Training Center in Harpers Ferry, West Virginia, had the most productive year in its history as reported in the specific highlights below. In FY 2001, Mather Training Center was responsible for training and development of Service employees in the following career fields and programs:
  - Administration and Office Management Support
  - Cultural Resources Stewardship
  - Interpretation, Education, & Cooperating Associations
  - National Park Service—National Conservation Training Center Interagency Partnership Program
  - The Servicewide Intake Trainee Program
  - Visitor Use Management

Additionally, Mather Training Center coordinated *the Crystal Owl Awards for Training & Development Excellence* recognition program. Eight individual and two team Crystal Owl Awards were presented in FY 2001. Also, a new category—Crystal Owl Partnership Awards—was created and one partnership award was awarded this year.

On-campus residency by trainees and instructors ended at the beginning of the fiscal year when Cook Hall Dormitory had to be closed due to inadequate fire suppression systems, non-accessible rooms, and antiquated facilities. Opportunities for long-term housing in private facilities and possible partnerships for trainee housing with other Federal agencies began in earnest in the fall of 2000.

During Fiscal Years 1997-2001, Mather TC presented an average of 139 Servicewide Training & Development events each year. Annually, over 4,000 NPS employees participated in Mather TC's Servicewide Programs.

However, in March, 2001, Mather Training Center received notice that its long-awaited Line-Item Construction Request for upgraded residencies for trainees and instructors will be funded in FY 2004. Two major planning charrettes were held this year, one dealing with program needs, the other with site location. A Value Analysis exercise determined that the most efficient and beneficial alternative for a Mather residency program is to remove the old Mission 66 houses and construct a new lodge with private rooms and efficiency apartments. Until then, trainees and instructors are housed in local motels.

Mather Training Center staff also produced the *NPS FY 2002 Training & Development Servicewide Scheduled Events Calendar*, which was distributed by mail to home addresses of all NPS employees in July, 2001. This marks the second year the Service has published and delivered an annual training schedule of events three months ahead of time.

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In August, 2001, the Technology Enhanced Learning (TEL) Program was transferred from Albright Training Center to Mather Training Center in order to place the TEL Program Manager (Jim Boyd) closer to TEL facilities such as the video studios at NCTC in Shepherdstown, West Virginia.

Finally, the Visitor Use Management Training Manager, Chuck Anibal, retired after almost 35 years of Federal employment. His position was vacant at the end of this reporting period.

- **Specific Mather Training Center accomplishments in FY 2001 include:**

- Coordinated 125 Servicewide Training & Development events, serving 5,775 Service employees a 56% increase in employees over last year—this increase was largely attributed to the use of Intranet-based programs in the Administration Career Field.
- Delivered 14,567 Servicewide Training Units, a slight increase over the previous fiscal year (1 Training Unit = 1 Trainee for 1 Day). Significant increases occurred in Administration & Office Management Support and Visitor Use Management. Cultural Resources Stewardship, Interpretation, and the Servicewide Intake Trainee Program closely parallel last year's levels of activity.
- Hosted 119 non-Servicewide programs attended by 2,619 participants, a large increase over last year's levels.
- The Servicewide Intake Class of 2001 graduated in August, completing its two-year program; all Class of 2001 Intakes received final placements in FY 2001. Advertisement, recruitment, and placement of 31 members for the Intake Class of 2003 occurred during this reporting period.
- In cooperation with the U.S. Fish & Wildlife Service as part of the NPS-NCTC Partnership, 2,319 NPS employees participated in 145 various events at the National Conservation Training Center in Shepherdstown, West Virginia.
- Completed the third full year of a four-year partnership interpretive training program between the National Conservation Training Center, the National Capital Region, and the Mather Training Center. The Interagency Interpretive Specialist conducted two workshop sessions and presentations under this innovative arrangement—16 employees from the Fish & Wildlife Service and 34 from the National Capital Region and other NPS areas participated. One workshop dealt with Interpretive Writing; the other with Signs, Trail Panels, & Wayside Exhibits.
- Received 435 Interpretation products for review and assessment of competency success. (See Appendix D for a complete report of the various Interpretation products reviewed in FY 2001.)

Mather TC's  
average  
Servicewide  
Training Unit  
output over the  
last four years is  
over 12,775 TU's  
per year. The  
highest output was  
in FY 2000 with  
over 14,500 TU's  
generated through  
the Mather TC's  
Servicewide  
Programs.

## CAREER FIELD & SPECIAL PROGRAM HIGHLIGHTS—FY 2001

### Administration & Office Management Support (ADM)

- The Contracting Officer's Representative training program became part of the Servicewide Administrative program. Fifteen instructors representing every NPS Region were trained to deliver the 24-hour basic and 8-hour refresher course at least two times in each Region every year. To support this effort, the COR database was established at Mather with a database manager. The database contains the Servicewide COR training records for all employees and is available to all parks and offices via the Internet in a read-only format.
- The SmartPay Charge Card Intranet training was accepted well throughout the Service. The mandatory training reached several thousand employees during the year. Many regions and parks are now requiring this training as an annual refresher for their employees in proper use of the card for travel and small purchases.

In FY 2001, the Mather TC Administrative Support Staff advertised 89 different Servicewide events. It processed nearly 600 trainee and staff travel vouchers and organized 20 carpools. It processed 385 expense transfers and reproduced over 822,000 Xerox copies to support the Mather TC training programs. (See Appendix H.)

### Cultural Resources Stewardship (CRS)

- Based on the results of the Servicewide CRS Training Needs Assessment, a training work group was established to develop and implement a competency-based training and development course of study to help Facility Managers/Chiefs of Maintenance to attain their CRS competencies.
- The "Summary of the Results of the Cultural Resources Stewardship Servicewide Training Needs Assessment - Final Report" was prepared and distributed. The data is being used to guide the development and implementation of a Servicewide cultural resources curriculum to deliver competency-based training to employees in and associated with the career field.

### Interpretation, Education, & Cooperating Associations (INT)

- The Interpretive Development Program Matching Funds initiative sponsored 46 training events for 830 employees who received training in either the essential interpretive competencies or the new Interpretive Leadership Seminar.
- In FY 2001, 436 interpretive programs/products were peer-reviewed for professional certification through the Interpretive Development Certification Program. Each submitter received written peer-coaching feedback comments.

### **National Park Service-National Conservation Training Center (NPS-NCTC) Interagency Partnership**

- Actively participated in the design, development and presentation of the first ever NPS/FWS/NASA “Introduction to Remote Sensing” Training. The training was a huge success with another course to be offered in FY 2002.
- Completed co-chairing the Interagency Diversity Training Workgroup (IDTW) for two and a half years. In April 2001, presented a four-hour satellite broadcast reaching over 1,000 DOI employees. The IDTW consists of seven agencies within DOI and the Office of the Secretary, EEO Office.
- Participated in the design and delivery of an interactive television workshop entitled “Gateway Communities—Keys To Success”. Some 291 public, private and nonprofit individuals participated in this workshop at 58 downlink sites located in 30 states across the country.
- Participated as an active member on the Intra-Agency Training Workgroup. Agencies participating on this workgroup include NPS, FWS, BLM, USGS, and DOI University. The workgroup is tasked with reviewing all training within respective agencies and to determine where there is overlap and duplication of effort. The Training Directors of each of the agencies make a final decision on which training events will be combined. Another major initiative of this workgroup is to produce an interagency electronic training catalog that is available to all employees within the respective agencies.

### **Servicewide Entry-Level Intake Trainee Program (Intake)**

- Achieved Government Performance and Results Act (GPRA) goals for competency attainment with all trainees successfully gaining final placement while maintaining a retention rate for the Class of 2001 of 96 percent.
- Successful hiring of a new class of trainees in accord with the Service's succession planning needs consisting of over 75 percent underrepresented, highly qualified candidates.

### **Technology Enhanced Learning (TEL)**

- TEL Stations were installed in 42 sites across the Service, providing access to 32% of the total FTE in the National Park Service. An additional 56 TEL Station installations were begun which when completed will reach 67% of the total FTE. Completion is expected by the end of the first quarter of FY 2002.
- Delivered or partnered in 32 events during the inaugural year of TEL training delivery.
- NOTE: TEL Statistics for FY 2001 are included in Albright Training Center's numbers; they will be included in Mather Training Center's outputs in FY 2002.

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**Visitor Use Management (VUM)**

- The Visitor Use Management career field sponsored 26 training events for 485 employees producing 1,805 Servicewide training units.
- In FY 2001, the NPS partnered with the U.S. Air Force to enroll NPS employees in the USAF National SAR School. It advertised and recruited for 8 sessions of the “Inland Search and Rescue” Course, providing basic search training to 26 NPS employees.
- In FY 2001, 51 EMS/EMT Coordinators attended a week long National Training Conference for NPS Emergency Medical Coordinators, the first national gathering of medical practitioners and park emergency personnel for Servicewide training ever held.

## MISSION STATEMENTS

### Mather Training Center Mission Statement

*The Stephen T. Mather Training Center commits itself to the professional growth and continuous learning of all NPS employees in its assigned career fields and special programs, and will provide them with comprehensive, competency-based, and mission-focused training and development programs.*

### Assigned Career Fields and Special Programs Mission Statements

- **Administration & Office Management Support**

*The training & development program for employees in the Administration and Office Management Support Career Field directly supports the mission of the National Park Service by delivering a curriculum that enhances employee competencies to provide professional technical services to NPS operations.*

- **Cultural Resources Stewardship**

*NPS employees in and associated with the Cultural Resources Stewardship Career Field improve individual performance to advance the resources preservation mission of the National Park Service through a training and development core curriculum and by other continuous occupation and thematic courses of study.*

- **Interpretation, Education, & Cooperating Associations**

*The Interpretive Training & Development Program provides a philosophical and practical grounding for NPS Interpretation and Education efforts that enables employees to facilitate connections between the meanings and significance in resources with audiences, prompting care and stewardship of park sites.*

- **National Park Service Interagency Partnership with the National Conservation Training Center**

*Through its Interagency Agreement with the U.S. Fish & Wildlife Service, the National Park Service provides cooperative interagency training and development opportunities for NPS park employees as well as land managers throughout the Federal government.*

- **Servicewide Intake Trainee Program**

*The Servicewide Intake Trainee Program recruits and prepares high-caliber individuals to a career in the National Park Service, offers professional development activities and guidance which fosters continuous learning, and assists the Service in meeting its workforce succession and skill enhancement needs.*

- **Technology Enhanced Learning Program**

*The NPS Technology Enhanced Learning (TEL) Program uses technology to promote continuous learning with its partners, support and increase employee opportunities to meet individual potential, and support the mission of the National Park Service.*

- **Visitor Use Management**

*The Visitor Use Management Training & Development program prepares rangers and other NPS employees to provide and improve direct services to park visitors including emergency services, special park uses, wilderness management, fee operations, and accessibility.*



### MATHER TRAINING CENTER FY 2001 PERFORMANCE MANAGEMENT GOALS

- By 9/30/2001, training needs assessments will identify competency gaps for 80% of the employees in NPS Career Fields assigned to Mather Training Center.
  - **ACHIEVED: 80% of Mather TC's Career Fields identified competency gaps by the end of FY 2001, including ADM (100%), CRS (100%), INT (100%), Intake (100%), and VUM (40%).**
- By 9/30/2001, 6% of training and development opportunities by the five program areas are based on competency achievements against defined professional standards.
  - **ACHIEVED: Over 10% of Mather TC's T&D opportunities in FY 2001 were based on competency achievements against defined professional standards, including ADM (10%), CRS (10%), INT (90%), Intake (60%), and VUM (5%).**
- By 9/30/2001, Mather supports/sponsors 15 alternative training events among its five assigned program areas.
  - **ACHIEVED: 84 (67%) of Mather TC's 125 Servicewide T&D events in FY 2001 were alternative training events.**
- By 9/30/2001, Mather training units based upon competency needs assessments are increased by 5%.
  - **ACHIEVED: In FY 2001, Mather TC delivered 14,567 Servicewide Training Units; over 75% of these Training Units were based upon competency needs assessments.**
- By 9/30/2001, Mather has increased its existing 7 formal partnerships by 2 new formal partnerships in its areas of responsibilities.
  - **ACHIEVED: Mather Training Center established one new and renewed several other existing partnerships. (See page 19.)**
- By 9/30/2001, Intake Program graduates achieve 90% of their universal and career essential competencies.
  - **ACHIEVED: The Intake Class of 2001 graduates achieved 95% of their universal and career essential competencies.**

**MATHER TRAINING CENTER FY 2002 PERFORMANCE MANAGEMENT ANNUAL  
GOALS**

- By 9/30/2002, training needs assessments will identify competency gaps for 100% of the employees in NPS Career Fields assigned to Mather Training Center.
- By 9/30/2002, 10% of training and development opportunities by the five program areas are based on competency achievements against defined professional standards.
- By 9/30/2002, Mather supports/sponsors 20 alternative training events among its five assigned program areas.
- By 9/30/2002, Mather training units based upon competency needs assessments are increased by 5%.
- By 9/30/2002, Mather has increased its existing 9 formal partnerships by 2 new formal partnerships in its areas of responsibilities.
- By 9/30/2002, Intake Program graduates achieve 95% of their universal and career essential competencies.

**MATHER TRAINING CENTER PARTNERSHIPS  
FY 2001**

Stephen T. Mather Training Center maintains the following formal and informal partnerships to enhance the training and development programs of the National Park Service:

- In 1997, a formal interagency agreement was signed between the National Park Service Servicewide Training & Development Program and the U.S. Fish & Wildlife Service's National Conservation Training Center (NCTC) to facilitate cooperative training efforts between the two agencies. One result was to duty-station a full-time NPS Liaison at NCTC to represent NPS training interests. The NPS-NCTC Liaison reports to the Superintendent of the Stephen T. Mather Training Center. Over 2,300 NPS employees used NCTC in FY 2001.
- Mather Training Center, the National Capital Region, and NCTC finished the third of a four-year shared interpretive interagency specialist position begun in FY 1998 to coordinate interpretive training for the three groups. Forty-six employees from the Fish & Wildlife Service, the National Capital Region, the National Park Service, and other Federal, state, and local agencies participated in FY 2001.
- Mather Training Center and George Mason University completed the Cultural Resources Stewardship training and development needs assessment under a cooperative agreement established in FY 1998 for 21 different CRS career groups.
- The Servicewide Intake Trainee Program, the Carhart National Wilderness Training Center, and the Aldo Leopold Training Center facilitated NPS Trainee Intake wilderness training and details through a Memorandum of Understanding signed in FY 1998.
- Partnerships established in FY 1999 with the Newberry Library in Chicago, IL, and the Gilder Lehrman Institute of American History in New York, NY, continued in FY 2001 and presented several graduate-level, history-based seminars for the Cultural Resources Stewardship Career Field.
- A partnership established in FY 2000 with the USAF National Search & Rescue School and the Visitor Use Management Career Field continued to provide NPS employees with specialized training in S&R.
- A partnership established in FY 2000 with the National Association of State Park Directors and the Interpretation Career Field provided the opportunity for two state park managers to attend each Interpretation training opportunity in FY 2001.
- Mather Training Center has a long-standing arrangement with the Storer Alumni Association and the Harpers Ferry NHP to work closely with the alumni by maintaining the Storer College Room to depict campus life and providing it to the alumni for meetings and gatherings.
- The Cultural Resources Stewardship Career Field and other NPS CRS units formed a new partnership with HBCU's Morgan State University, Coppin State University, Goucher College; the Smithsonian Institution; and the National Underground Railroad Freedom Center. This coalition is developing a model undergraduate course in "Historic Preservation & Cultural Resources Stewardship for Minority Serving Colleges and Universities". Eleven HBCU's in all plan to adopt the curriculum when it is completed in FY 2002.

**APPENDIX A:  
MATHER TRAINING CENTER WORK PLAN GOALS FOR FY 2002**

**STMA Superintendent's FY 2002 Work Plan Goals:**

- Manage various aspects of the line-item construction project for a new trainee lodging facility at Mather Training Center to be completed in FY 2003-2004. Work with various Harpers Ferry Complex counterparts to implement optimum plan for future use of Camp Hill facilities including Cook Hall and Shipley School that benefit as many groups as possible.
- Serve as a member on the Servicewide Training & Development Strategic Implementation Steering Committee (SISC) and implement its recommendations at Mather Training Center.
- Support Mather Training and Program Managers' efforts to complete all aspects of their training & development components including competency revisions, needs assessments, gap analyses, curriculum development, courses of study, competency validation, knowledge management, assessment instruments, and evaluation methods.
- Explore various partnership potentials with local, regional, national, and international prospects. Explore formation of a Stephen T. Mather Training Center Friends Group.

**STMA Career Fields and Special Programs FY 2002 Work Plan Goals:**

**(1) Administration & Office Management Support (ADM)**

- Carry out a comprehensive ADM course of study including:
- Administrative Competencies Fund
- Introduction to Park Program Management (12 offerings Servicewide)
- Flashpoint for Fixed Assets (2 courses)
- Fundamental Principles of Administration (2 courses)
- Fundamentals of Financial Management (Intranet)
- SmartPay Charge Card Program (Intranet)
- Administration for First-Line Supervisors for the Intake Program (1 course)
- AFS3 Instructor Workshop (2 courses)
- AFS3 Servicewide Implementation (estimated 500 employees in each region)
- Contracting Officer's Representative, Basic 24 and 8 hour refresher (8 courses)
- Contracting Officer's 8 hour Refresher Satellite Broadcast (in partnership with BLM)
- Review and update IPPM curriculum.
- Review and update SmartPay curriculum.
- Develop training for Human Resources with Servicewide workgroup.
- Participate as a member of the T&D SISC.

- Lead the DOI Interagency Administrative Training Workgroup looking at cooperative training opportunities.
- Participate as a member of the Employee Development and Human Resources DOI Interagency Training Workgroups looking at cooperative training opportunities.

**(2) Cultural Resources Stewardship (CRS)**

- Successfully complete funded FY 2002 Servicewide Training and Development Program for CRS employees.
- Complete a comprehensive training and development curriculum framework (matrix) and 5 year implementation plan for the career field (21 occupational groups).
- Develop and present for review a competency-based course of study for Facility Managers/Chiefs of Maintenance that will address the CRS training needs identified in the CRS Servicewide Training Needs Assessment.
- Establish additional partnerships to enhance the CRS Career Field Training and Development Program.

**(3) Interpretation, Education, & Cooperating Associations (INT)**

- **Publish *Making Meaningful Connections: The Process of Interpretation* and release the associated video, *An Interpretive Dialogue*.**
  - This workbook and video provide foundational resources for all interpretive professional development. They contribute to the development of the CD-ROM interactive website, *Developing and Presenting an Effective Interpretive Talk*.
- **Continue efforts in researching the effectiveness of Interpretive Development Program best practices and philosophies.**
  - Establish a cooperative agreement with Stephen F. Austin University through which the University will conduct research.
  - Complete West Virginia University study, *Clicking the Icon: Visitor Sense of Meanings and Place*, at Great Falls Park, Virginia.
  - Complete and implement a database for the certification program that tracks submissions, results, and supports research.
- **Continue process of validating the Interpretive Development Program curriculum and certification program.**
  - Review competency models proposed by Office of Personnel Management and take appropriate next steps.
- **Continue operation of certification program at the current level of 600 plus submissions per year.**
  - Develop “Anchor Outtakes” and other training resources to assist in interpretive development; interface with Applied 101 Workbook that is under development.

- Coordinate field detailee's that will support program operations and allow time for development and completion of Anchor product backlog and development of Anchors for field use.
- Provide feedback on a case-by-case basis to certifiers. Feedback will address the certifier's *articulation* of the determination reached. The mechanics of word choice for clarity, cohesion, and consistency, along with "balance of tone", and their agreement with their colleague, will be the primary areas for feedback to certifiers. Status and effectiveness of feedback process to be reviewed regularly.

**(4) NPS-NCTC Interagency Liaison Partnership Programs (NPS-NCTC)**

- Facilitate revisions of the interagency agreement between the FWS and NPS (continued from FY 2001).
- Participate for third year on the Gateway Leadership Network design team to complete two NPS Gateway Community workshops and a satellite broadcast presentation.
- Participate on the Intra-agency T&D Committee to discuss ways of streamlining training and developing an electronic catalog to include the following agencies: NPS, BLM, FWS, USGS, and DOI University.
- Participate on the planning team for the joint offering of the NPS/FWS/ NASA Remote Sensing Technology training session.

**(5) Servicewide Intake Trainee Program (INTAKE)**

- Leverage internal program capacity for the benefit of the National Park Service through expanding, institutionalizing, and disseminating TEL, final project, detail, career portfolio, and task team products while also fostering continued Intake supervisory development opportunities, the establishment of a cadre of mentors from program graduates, and support for Regional and Servicewide recruitment initiatives.
- Improve program efficiency by preparing and implementing a definitive recruitment and staffing plan, examining and addressing internal programmatic staffing needs, reviewing and more fully integrating Intake curriculum into the existing Servicewide program, examine potential for integrating and automating program databases, build on the administrative history project in order to establish a base-line for program validation, enhance linkages between the Intake and Human Resource functions, and identify further developmental opportunities for program staff.
- Institutionalize National Leadership Council and other management guidance into program administration, ensure strategic alignment with the new Director's initiatives and revised Training and Development Steering Committee direction, continue to build program support for the benefit of both individual trainees and the overall program, enhance relationships with the NLC, Deputy Regional Directors and host site managers, expand the role of Regional Intake Coordinators and Intake

- supervisors, continue partnership with the Mid-level Intake Program, and adjust the composition of the Selection Management Panel and Intake Review Board.

**(6) Technology Enhanced Learning Program (TEL)**

- Technology Enhancement Learning Program (TEL): Provides leadership in the development and delivery of training using alternative media. Develops distance learning programs using a number of different delivery methods.
- Distance Learning Partnerships: Expands collaborative efforts with governmental and non-governmental partners to facilitate an exchange of information and resources to advance the NPS Training & Development Community's goals as related to distance education.
- Distance Learning Communication: Dialogue is maintained with all relevant people to foster effective and efficient developmental opportunities through TEL programs.
- Training Center Facilities Management: Improves the training center's audiovisual equipment and systems by ensuring proper maintenance, conducting training for effective use by staff and visiting instructors, and providing appropriate acquisition, care, and operation of equipment/systems.

**(7) Visitor Use Management (VUM)**

- Accessibility: To provide information on how to apply accessibility standard to parks and outdoor environments. A series of training events will be offered by distance learning techniques such as: satellite, desktop computer, and videotapes. The offerings will be made available to all Park Unit Managers, Supervisors, and Accessibility Coordinators. To ensure that the Federal regulations on accessibility are being complied with throughout the Service these training events may serve as pre-requisites to other management, supervision, and leadership training events.
- Emergency Operations: Remain committed to the overall welfare of employees, visitors, and the general public by continue support of life-saving services which includes Emergency Medical Services (EMS), Search and Rescue (S&R) and Critical Incident Peer Support Management (CISM). These three different programs will be supported in the following ways:
  - Emergency Medical Services: Assist Parks with developing and maintaining EMS trained personnel at various levels. Block grants will be provided for region-based training in Emergency Medical Services.
  - Search and Rescue: Provide overall assistance with administrative support and curriculum development.
  - Critical Incident Stress Management (CISM): Support will be made available to employees who are exposed to critical incidents such as: multiple casualties, line of duty deaths, suicides, assaults, accidents with children and environmental disasters.

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- Special Use Permits (SUP): Regional teams will deliver a one-day course on special use permits. This course will provide current information on legal responsibilities, new Servicewide Policy, management applications, NEPA, and 106 Compliance.

**Mather Administrative Support Program FY 2002 Work Plan Goals**

**(1) Administrative Support**

- Implement AFS3 as the default Mather Training Center financial management program.
- Develop a Business Plan for the new Residency Hall.
- Make transition to accommodate Albright Training Center Fundamental courses.
- Add to support staff capabilities through innovative hiring and approaches.

**(2) Technology Support**

- Unveil the new NPS Servicewide T&D Learning Place Home Page.
- Install Win2000 onto STMA machines.
- Relocate existing fiber optic feeds into the existing teacher stand in the Computer Lab.



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**APPENDIX B:**  
**MATHER TC BUDGET ALLOCATIONS FOR FY 2001 & 2002**

**FY 2001 Budget—Stephen T. Mather Training Center**

<b>Operating Budget</b>	=	<b>\$ 901,500 (83% Personnel; 17% Supplies &amp; Services)</b>
(11 & 12 Personal Svs	=	\$ 751,713)
(21 Travel & Trans	=	\$ 70,000)
(23 Utilities	=	\$ 18,000)
(25 Other Services	=	\$ 11,000)
(26 Supplies & Materials	=	\$ 30,000)
(31 Equipment	=	\$ 20,787)
 <b>Career Field Support</b>	=	 <b>\$ 302,575</b>
(ADM	=	\$ 52,250)
(CRS	=	\$ 65,075)
(INT	=	\$142,500)
(VUM	=	\$ 42,750)
 <b>Servicewide Intake Trainee Prog</b>	=	 <b>\$1,969,000</b>
(Base = \$ 863,000)		
(Rpgm = \$1,106,000)		
 <b>NPS-NCTC Partnership</b>	=	 <b>\$100,000 (Part of \$500,000 appropriated to NCTC)</b>
 <b>Cyclic Maintenance</b>	=	 <b>\$ 50,000</b>
 <b>General Maintenance</b>	=	 <b>\$150,000</b>
 <b>Events Calendar</b>	=	 <b>\$ 25,000</b>
 <b>Events Newsletter</b>	=	 <b>\$ 12,000</b>
 <b>VIP Program</b>	=	 <b>\$ 5,000</b>
 <b>Fast Track, INT &amp; CRS</b>	=	 <b>\$ 14,000</b>
 <b>Scantron</b>	=	 <b>\$ 5,000</b>

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**FY 2002 Budget—Stephen T. Mather Training Center**

<b>Operating Budget</b>	=	<b>\$1,067,500 (85% Personnel; 15% Supplies &amp; Services)</b>
(11 & 12 Personal Svs	=	\$ 917,713)
(21 Travel & Trans	=	\$ 50,000)
(23 Utilities	=	\$ 13,620)
(25 Other Services	=	\$ 15,000)
(26 Supplies & Materials	=	\$ 30,000)
(31 Equipment	=	\$ 41,167)
 <b>Career Field Support</b>	=	 <b>\$ 390,600</b>
(ADM	=	\$ 45,000)
(CRS	=	\$ 112,320)
(INT	=	\$ 124,800)
(VUM	=	\$ 108,480)
 <b>TEL Program</b>	=	 <b>\$ 200,000</b>
 <b>Servicewide Intake Trainee Prog</b>	=	 <b>\$1,966,000</b>
 <b>NPS-NCTC Partnership</b>	=	 <b>\$ 100,000 (Part of \$500,000 appropriated to NCTC)</b>
 <b>Cyclic Maintenance</b>	=	 <b>\$ 0</b>
 <b>General Maintenance</b>	=	 <b>\$ 100,000</b>
 <b>Events Calendar</b>	=	 <b>\$ 25,000</b>
 <b>Newsletter</b>	=	 <b>\$ 12,000</b>
 <b>VIP Program</b>	=	 <b>\$ 5,000</b>

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**APPENDIX C:**  
**MATHER TRAINING CENTER SERVICEWIDE TRAINING SCHEDULE**  
**FY 2001**

**Stephen T. Mather Training Center**  
**FY-2001 Servicewide Training Schedule**  
Updated 3/18/02 1:58 PM

**No Dates**

Administrative Competencies Fund (Matching Funds)	Gauthier
Fundamentals of Financial Management (Intranet Course)	Gauthier
SmartPay Credit Card Program (Intranet Course)	Gauthier
Personal Property Disposal Warrant (Web-based training)	Gauthier
Essential Competencies in Interpretation (Matching Funds Opportunity)	Dahlen

**October, 2000**

Oct 16-20	IPPM (Yellowstone)	Gauthier
Oct 23-27	IPPM (Wolf Trap Farm Park)	Gauthier
Oct 24 to Nov 2	The Division Chief (Estes Park, CO)	Gauthier/Dahlen/ CruzKelly/Hastings

**November, 2000**

Nov 7-11	National Association for Interpretation (Tucson)	Dahlen
Nov 13-17	Fundamental Principles of Administration (FLETC, Glynco, GA)	Gauthier/Woodward
Nov 13-17	Inland SAR & Rescue Coordination Course (Tavares, FL)	Anibal/Fowler

**December, 2000**

Dec 4-8	IPPM (Ocean City, MD) IPPM (Everglades)	Gauthier
Dec 4-8	IPPM (Hot Springs)	Gauthier
Dec 4-8	CR 2000 Conference (Santa Fe)	Knapp
Dec 11-15	Inland SAR & Rescue Coordination Course (San Luis Obispo, CA)	Anibal/Fowler

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**January, 2001**

Jan 08-12	Inland SAR & Rescue Coordination Course (Oklahoma City, OK)	Anibal/Fowler
Jan 22-26	IPPM (Anchorage, AK)	Gauthier/Lowthian
Jan 22-26	Contracting Officers Representative Train-the-Trainers (Denver)	Gauthier
Jan 22-26	Cultural Resources Protection and Fire Management Planning (Tucson, AZ)	Knapp/Jones
Jan 29 to Feb 2	Curriculum Coordinator/Certifier Refresher (STMA)	Dahlen
Jan 29 to Feb 1	Fixed Assets Subsystem (NCTC)	Gauthier
Jan 29 to Feb 2	Inland SAR & Rescue Coordination Course (Camp Murray, WA)	Anibal/Fowler
Jan 29 to Feb 2	Introduction to Park Program Management (Lakewood, CO)	Gauthier/Unrah

**February, 2001**

Feb 12-15	Fundamentals of Financial Management Curriculum Review (STMA)	Gauthier
Feb 13-15	Introduction to Automated National Catalog System (ANCS+) (NCTC)	Knapp/Byrne
Feb 20-24	Inland SAR & Rescue Coordination Course (Denver, CO)	Anibal/Fowler
Feb 20-23	NCR Interpretive Talk (NCTC)	Larsen
Feb 26 - March 2	Facilitator Training Workshop (STMA)	Dahlen
Feb 26-March 2	Administration for First-Line Supervisors (Hawaii)	Gauthier/Ferranti
Feb 27 to March 2	Technology Seminar (Class 2001)(NCTC)	Perry
Feb 27 to March 1	Special Park Uses Introductory Course (Santa Monica Mountains NRA)	Anibal/Allen

**March, 2001**

March 2	Rights of Way Workshop (Santa Monica Mountains NRA)	Anibal/Allen
March 2	Managing Commercial Filming (Santa Monica Mountains NRA)	Anibal/Allen
March 5-8	Government Operations Institute (Class 2001) (Washington, D.C.)	Perry

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March 12-16	Inland SAR & Rescue Coordination Course (Salem, OR)	Anibal/Fowler
March 12-16	Training and Development Community Meeting (Portland, OR)	Cooper/Hastings
March 12-16	IPPM (North Cascades)	Gauthier/Mettler
March 19-23	IPPM (Vicksburg)	Gauthier
March 19-23	IPPM (Gateway)	Gauthier
March 19-23	NCR Interpretive Writing (NCTC)	Larsen
March 20-22	Introduction to National Historic Preservation Act (Section 106 Compliance) (Seattle, WA)	Knapp/Feller
March 26-30	Introduction to Park Program Management (Chickasaw NRA)	Gauthier/Lilla
March 26-30	COR Curriculum Review NCTC	Gauthier
<b><u>April, 2001</u></b>		
April 2-6	Inland SAR & Rescue Coordination Course Sleeping Bear Dunes NP, Michigan	Anibal/Fowler
April 16-20	George Wright Society Conference (Class 2001) (Denver)	Perry
April 23-27	Introduction to Park Program Management (Theodore Roosevelt NP)	Gauthier/Barker
April 30 -May 4	Inland SAR & Rescue Coordination Course (Bangor, Maine)	Anibal/Fowler
April 30-May 4	Introduction to Park Program Management (Sequoia and Kings Canyon NHP)	Gauthier/Lucero
<b><u>May, 2001</u></b>		
May 7-11	Fundamental Principles of Administration (Phoenix, AZ)	Gauthier/Woodward
May 7-11	Interpretive Leadership Seminar (STMA)	Dahlen/Mayo
May 15-17	Introduction to National Historic Preservation Act (Section 106 compliance) (Boston, MA)	Knapp/Feller
May 16-18	EMS Coordinators Training (STMA)	Anibal/Coffman
<b><u>June, 2001</u></b>		
June 4-8	Inland SAR & Rescue Coordination Course (Yorktown, VA)	Anibal/Fowler

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June 5-7	Contracting Officer's Representative (Mammoth Cave)	Gauthier/Wilkerson
June 11-13	Contracting Officer's Representative (Albuquerque, NM)	Gauthier/Gause
June 19-21	Contracting Officer's Representative (Reno, NV)	Gauthier/Guillory
June 19-21	Property Management Workshop (Santa Fe, NM)	Gauthier/Armstrong
June 26-28	Contracting Officer's Representative (Atlanta, GA)	Gauthier/Wilkerson
<b><u>July, 2001</u></b>		
July 16-19	Flashpoint for the Fixed Assets Subsystem (NCTC)	Gauthier
July 23-27	Signs, Trails Panels, Wayside Exhibits, Interpretive Writing (Module 230) (NCTC)	Larsen
July 23-24	Intake Review Panel Consortium (Providence, RI) (Class 2001)	Perry
July 27-August 3	Conservation Study Institute (Woodstock, VT) (Class 2001)	Perry
July 30-August 3	From Interpretive Planning to Interpretive Product - Developing and Implementing The Comprehensive Interpretive Planning Process (STMA)	Dahlen/Kodak/ Spinnler
<b><u>August, 2001</u></b>		
August 3	Graduation (Woodstock, VT) (Class 2001)	Perry
August 6-10	Facility Manager/Chief of Maintenance CRS Training Work Group (STMA)	Davi/Knapp
August 21-24	Orientation to Intake Training Program (NCTC) - Class of 2003	Bonacorda/Perry
August 27-30	Intake Program - New Leader (STMA)	Bonacorda/Perry
August 27-30	Inland SAR & Rescue Coordination Course (Yorktown, VA)	Anibal/Fowler
<b><u>September, 2001</u></b>		
Sept 10-14	Inland Search and Rescue Coordination Course, USAF National SAR School (St. Paul, MN)	Sandretzky/Fowler

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**Planned, but not scheduled (for 2001):**

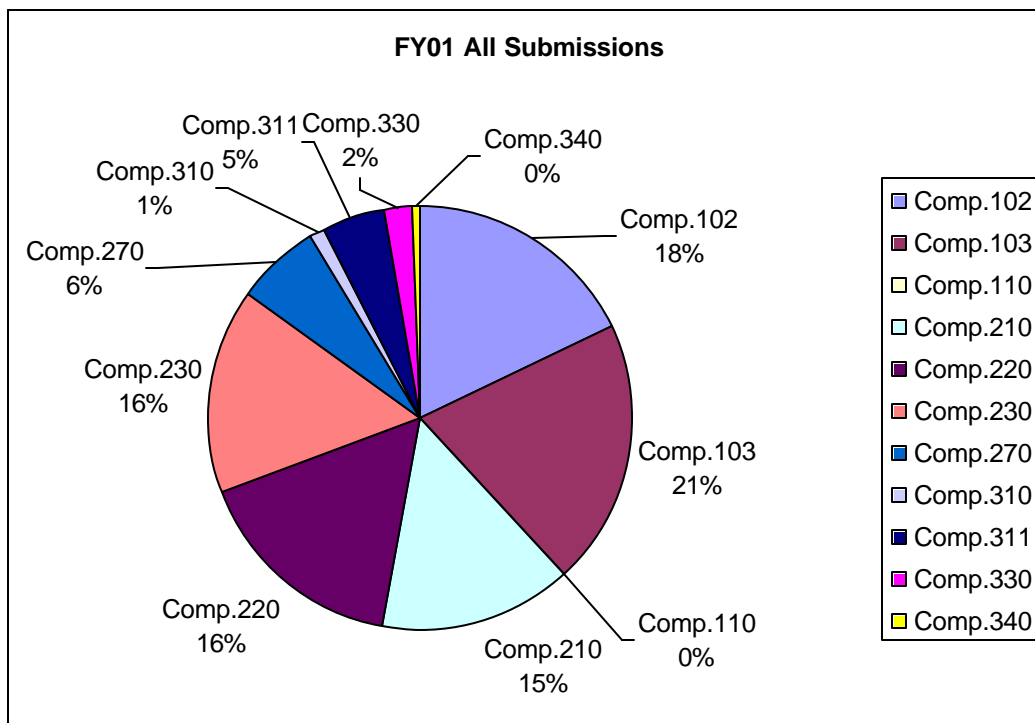
TBD	Module 101 Seminar Series (Field Sites and STMA)	Dahlen
TBD	Servicewide Dive Masters Training	Sandretzky

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**APPENDIX D:  
INTERPRETIVE DEVELOPMENT PROGRAM REPORT  
FY 2001**

Competency	Title	# of submissions	%
Comp.102	Informal Visitor Contacts	79	18.16
Comp.103	Interpretive Talk	86	19.77
Comp.110	Visitor Needs & Char.	0	0.00
Comp.210	Conducted Activity	64	14.71
Comp.220	Demo/Illustrated Program	71	16.32
Comp.230	Interpretive Writing	70	16.09
Comp.270	Curr-based Ed Program	27	6.21
Comp.310	Interp Planning	6	1.38
Comp.311	Interp Media	20	4.60
Comp.330	Training/Coaching	10	2.30
Comp.340	Research/Resource Liaison	2	0.46
Total*		435	100.00



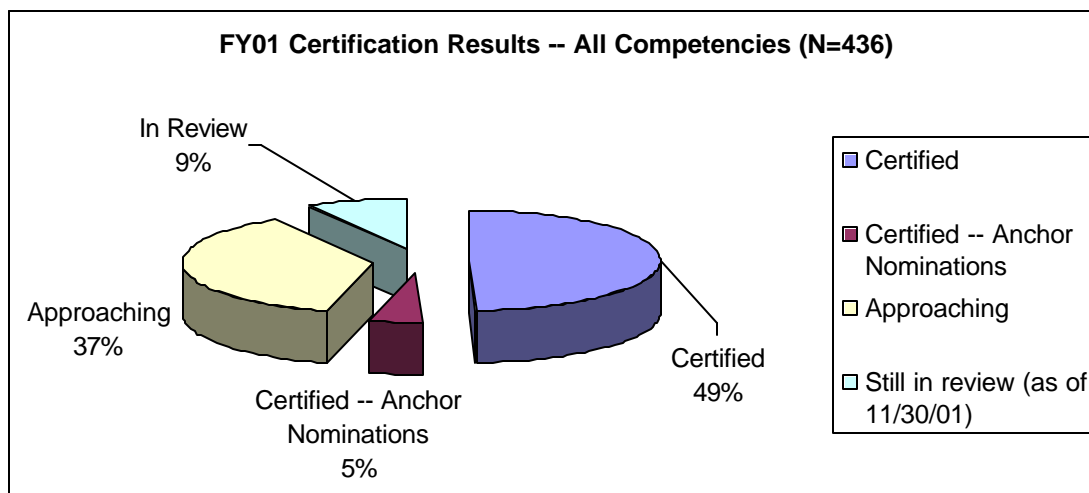


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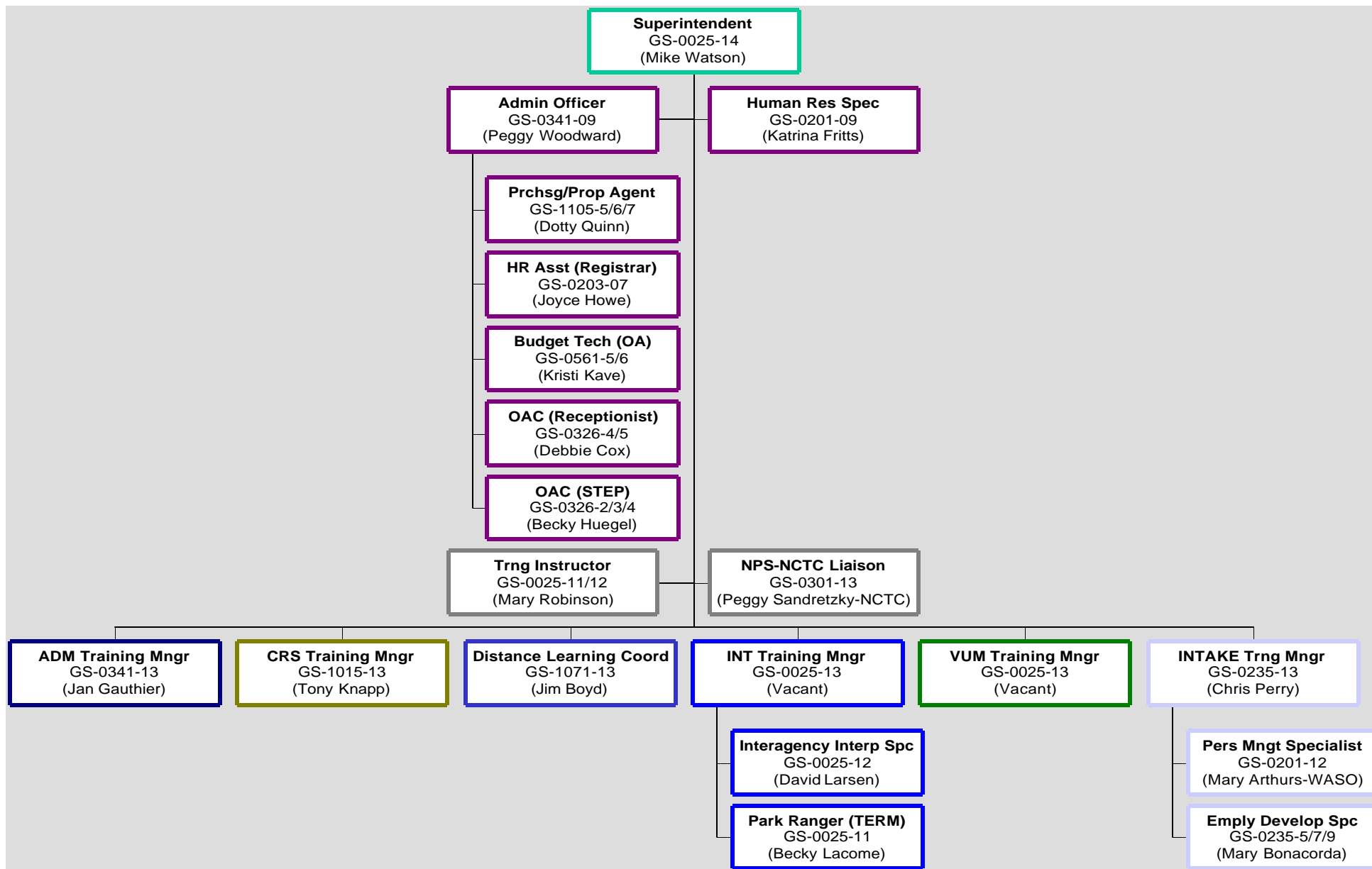
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**FY 01 Certification  
Results**

	#	%
Total Submissions	436	100.0
Certified	215	49.3
Certified -- Anchor Nominations	20	4.6
Approaching	163	37.4
Still in review (as of 11/30/01)	38	8.7



**APPENDIX E:  
MATHER TRAINING CENTER ORGANIZATION CHART  
FEBRUARY, 2002**



**APPENDIX F:**  
**MATHER TC CAREER FIELD & SPECIAL PROGRAM STATISTICS, FY 1993—FY 2001**

<b>STMA SUMMARY STATISTICS, FY 1993--FY 2001</b>									
<b>Categories</b>	<b>FY 1993</b>	<b>FY 1994</b>	<b>FY 1995</b>	<b>FY 1996</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>	<b>FY 2000</b>	<b>FY 2001</b>
<b># of Servicewide STMA-Sponsored T&amp;D Events</b>	<b>38</b>	<b>39</b>	<b>29</b>	<b>19</b>	<b>112</b>	<b>159</b>	<b>153</b>	<b>144</b>	<b>125</b>
ADM					17	22	27	28	28
CRS					11	20	20	17	15
INT					59	83	72	48	46
RSK					1	4	7	N/A	N/A
VUM					17	17	12	25	18
INTAKE					3	13	15	26	18
(Other: OD, SML, UC)					4	0	0	0	-
<b># of Trainees @ STMA-Sponsored Servicewide Events</b>	<b>1,447</b>	<b>1,044</b>	<b>707</b>	<b>610</b>	<b>2,363</b>	<b>4,541</b>	<b>3,760</b>	<b>3,698</b>	<b>5,775</b>
ADM					427	447	1,013	1,549	4,037
CRS					143	294	227	148	119
INT					1,407	2,495	1,579	1,180	830
RSK					30	690	214	N/A	N/A
VUM					168	339	369	388	413
INTAKE					86	276	358	433	376
(Other: OD, SML, UC)					102	0	0	0	0
<b># of Training Days @ STMA-Sponsored Servicewide Events</b>	<b>210</b>	<b>234</b>	<b>98</b>	<b>107</b>	<b>439</b>	<b>790</b>	<b>624</b>	<b>690</b>	<b>449</b>
ADM					84	112	136	114	120
CRS					50	111	116	92	87
INT					151	156	170	147	145
RSK					2	5	28	N/A	N/A
VUM					115	54	46	100	64
INTAKE					19	352	128	237	33
(Other: OD, SML, UC)					18	0	0	0	0
<b># of Training Units @ STMA-Sponsored Servicewide Events</b>	<b>6,042</b>	<b>6,089</b>	<b>2,686</b>	<b>3,150</b>	<b>8,763</b>	<b>12,373</b>	<b>13,719</b>	<b>14,471</b>	<b>14,567</b>
ADM					2,229	2,084	5,088	5,585	7,187
CRS					461	1,048	815	626	495
INT					3,930	4,551	4,053	4,218	2,861
RSK					60	750	856	N/A	N/A
VUM					1,075	1,274	836	1,365	1,547
INTAKE					546	2,666	2,071	2,677	2,477
(Other: OC, SML, UC)					462	0	0	0	0
	<b>FY 1993</b>	<b>FY 1994</b>	<b>FY 1995</b>	<b>FY 1996</b>	<b>FY 1997</b>	<b>FY 1998</b>	<b>FY 1999</b>	<b>FY2000</b>	<b>FY 2001</b>

**APPENDIX G:  
MATHER TC OVERALL SUMMARY STATISTICS, FY 1993—FY 2001**

	A	B	C	D	E	F	G	H	I	J
1	TABLE 1: STMA SUMMARY STATISTICS, FY 1993--FY 2001									
2										
3	Categories	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
4										
5	# of Servicewide STMA-Sponsored T&D Events	38	39	29	19	112	159	153	144	125
6	# of Trainees @ STMA-Sponsored Servicewide Events	1,447	1,044	707	610	2,363	4,541	3,760	3,698	5,775
7	# of Training Days @ STMA-Sponsored Servicewide Events	210	234	98	107	439	790	624	690	449
8	# of Training Units @ STMA-Sponsored Servicewide Events	6,042	6,089	2,686	3,150	8,763	12,373	13,719	14,471	14,567
9										
10	# of Servicewide STMA-Sponsored T&D Events	38	39	29	19	112	159	153	144	125
11	# of Other Events @ STMA (Non-Servicewide)	61	41	65	75	69	70	60	102	119
12	Total # of All STMA Events (Servicewide & Non-Servicewide)	99	80	94	94	182	229	213	246	244
13										
14	# of Trainees @ STMA-Sponsored Servicewide Events	1,447	1,044	707	610	2,363	4,541	3,760	3,698	5,775
15	# of Participants at Other STMA Events (Non-Servicewide)	901	1,056	1,306	1,755	1,451	1,251	1,030	1,943	2,619
16	Total # of STMA Trainees/Participants (Servicewide & Non-Servicewide)	2,348	2,100	2,013	2,365	3,814	5,792	4,790	5,641	8,394
17										
18	# of Training Days @ STMA-Sponsored Servicewide Events	210	234	98	107	439	790	624	690	449
19	# of Other Training Days @ STMA (Non-Servicewide)	N/A	N/A	N/A	N/A	109	138	129	180	171
20	Total # of STMA Training Days (Servicewide & Non-Servicewide)	N/A	N/A	N/A	N/A	548	928	753	870	620
21										
22	# of Training Units @ STMA-Sponsored Servicewide Events	6,042	6,089	2,686	3,150	8,763	12,373	13,719	14,471	14,567
23	# of Other Training Units @ STMA (Non-Servicewide)	N/A	N/A	N/A	N/A	2,464	2,037	2,107	3,101	3,328
24	Total # of STMA Training Units (Servicewide & Non)	N/A	N/A	N/A	N/A	11,227	14,410	15,826	17,572	17,895
25										
26	Essential Competency Product Reviews/Assessments									
27	INT	N/A	N/A	N/A	12	124	368	638	664	436
28										
29	# Servicewide NPS Events @ NCTC*	N/A	N/A	N/A	N/A	N/A	6	18	16	8
30	# NPS Participants @ Servicewide NPS Events @ NCTC*	N/A	N/A	N/A	N/A	N/A	140	511	538	218
31	# Training Days @ Servicewide NPS Events @ NCTC*	N/A	N/A	N/A	N/A	N/A	27	89	68	30
32	# Training Units @ Servicewide NPS Events @ NCTC*	N/A	N/A	N/A	N/A	N/A	644	1,545	2,621	825
33	(*Note: these numbers are already included in the overall STMA Servicewide Statistics Above)									
34										
35	# Non-Servicewide NPS Events @ NCTC	N/A	N/A	N/A	N/A	N/A	55	45	62	82
36	# NPS Participants @ Non-Servicewide NPS Events @ NCTC	N/A	N/A	N/A	N/A	N/A	848	812	1,308	1,893
37	# NPS Training Days @ Non-Servicewide NPS Events @ NCTC	N/A	N/A	N/A	N/A	N/A	124	126	120	193
38	# NPS Training Units @ Non-Servicewide NPS Events @ NCTC	N/A	N/A	N/A	N/A	N/A	1,922	3,110	3,578	4,705
39										
40	# NCTC Events Attended by NPS Participants	N/A	N/A	N/A	N/A	N/A	11	28	56	55
41	# NPS Participants @ NCTC Events	N/A	N/A	N/A	N/A	N/A	30	133	302	208
42	# NPS Training Days @ NCTC Events	N/A	N/A	N/A	N/A	N/A	37	84	209	252
43	# NPS Training Units @ NCTC Events	N/A	N/A	N/A	N/A	N/A	80	280	910	989
44										
45	Total # of NPS-NCTC Events @ NCTC	N/A	N/A	N/A	N/A	N/A	72	91	134	145
46	Total # of NPS Participants @ NCTC	N/A	N/A	N/A	N/A	N/A	1,018	1,456	2,148	2,319
47	Total # of NPS Training Days @ NCTC	N/A	N/A	N/A	N/A	N/A	188	299	397	475
48	Total # of NPS Training Units @ NCTC	N/A	N/A	N/A	N/A	N/A	2,646	4,935	7,190	6,519
49										
50	Categories	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001

**APPENDIX H:**  
**MATHER TC ADMINISTRATIVE SUPPORT GROUP OUTPUTS, FY 1999-FY 2001**

<b>FY 1999</b>	Events	Trainees	Days	TU's	Annmcmts	Tr/Instr Vchrs	Stff Vchrs	Pers Actions	SF-182's	Tr Letters	DI-1's	3rd Prty Drfts	Crdt Crd Trans	Car Pools	Expns Trans	Xrx Copies
OCT, 1998	5	202	20	755	6	13	9	9	8	15	41	12	40	13	0	56,609
NOV, 1998	5	125	24	593	2	11	5	6	4	2	6	17	16	2	0	32,000
DEC, 1998	2	48	10	240	4	?	2	?	0	106	2	9	5	0	19	8,490
JAN, 1999	7	143	33	703	8	0	4	3	2	44	14	11	1	4	85	91,399
FEB, 1999	2	44	10	220	3	14	18	7	2	49	5	17	10	3	10	99,933
MAR, 1999	6	145	26	664	9	6	5	4	1	156	2	47	46	5	62	71,900
APR, 1999	5	161	28	742	2	2	4	2	18	75	18	9	100	1	25	57,189
MAY, 19 99	5	104	23	338	3	21	15	6	5	86	21	38	30	9	131	99,656
JUN, 1999	1	30	5	150	5	12	20	12	5	24	9	7	35	0	27	38,449
JUL, 1999	5	360	24	845	11	10	29	6	6	58	18	26	49	2	57	136,920
AUG, 1999	4	117	35	1,016	3	30	15	3	5	142	32	17	17	1	83	59,200
SEP, 1999	6	180	29	820	5	99	11	10	6	88	25	31	73	2	91	106,564
<b>TTLS, FY 1999</b>	<b>53</b>	<b>1,659</b>	<b>267</b>	<b>7,086</b>	<b>61</b>	<b>218</b>	<b>137</b>	<b>68</b>	<b>62</b>	<b>845</b>	<b>193</b>	<b>241</b>	<b>422</b>	<b>42</b>	<b>590</b>	<b>858,309</b>
<b>FY 2000</b>	Events	Trainees	Days	TU's	Annmcmts	Tr/Instr Vchrs	Stff Vchrs	Pers Actions	SF-182's	Tr Letters	DI-1's	3rd Prty Drfts	Crdt Crd Trans	Car Pools	Expns Trans	Xrx Copies
OCT, 1999	6	161	25	651	8	74	22	0	7	60	23	20	20	2	23	105,761
NOV, 1999	5	154	23	710	6	47	3	11	3	57	2	26	0	7	0	36,552
DEC, 1999	2	59	10	295	5	27	1	16	7	70	10	21	19	1	23	15,400
JAN, 2000	3	99	15	620	9	24	17	15	2	118	11	21	21	3	38	91,146
FEB, 2000	6	97	29	474	7	39	3	5	0	20	26	13	16	5	0	95,891
MAR, 2000	8	147	38	709	8	78	14	8	20	118	13	20	24	2	16	10,307
APR, 2000	8	153	39	977	5	81	15	2	2	46	16	21	25	5	46	96,132
MAY, 2000	8	144	36	648	3	95	11	3	4	81	0	22	51	5	34	50,076
JUN, 2000	3	35	7	81	2	71	11	2	6	78	10	34	0	1	18	69,830
JUL, 2000	8	160	40	858	3	66	7	2	2	214	11	2	0	3	0	94,510
AUG, 2000	4	82	23	471	4	41	0	1	12	24	4	16	54	5	63	26,531
SEP, 2000	3	33	12	119	1	43	3	2	5	0	9	30	54	1	63	96,094
<b>TTLS, FY 2000</b>	<b>64</b>	<b>1,324</b>	<b>297</b>	<b>6,613</b>	<b>61</b>	<b>686</b>	<b>107</b>	<b>67</b>	<b>70</b>	<b>886</b>	<b>135</b>	<b>246</b>	<b>284</b>	<b>40</b>	<b>324</b>	<b>788,230</b>
<b>FY 2001</b>	Events	Trainees	Days	TU's	Annmcmts	Tr/Instr Vchrs	Stff Vchrs	Pers Actions	SF-182's	Tr Letters	DI-1's	3rd Prty Drfts	Crdt Crd Trans	Car Pools	Expns Trans	Xrx Copies
OCT, 2000	1	17	51	51	14	15	8	4	6	33	7	9	9	0	8	152,967
NOV, 2000	2	30	10	150	3	1	28	5	4	0	5	5	46	1	0	15,840
DEC, 2000	4	89	19	412	6	15	5	19	3	33	6	10	69	0	76	8,947
JAN, 2001	8	140	35	700	11	16	24	3	4	80	12	7	28	1	0	41,814
FEB, 2001	7	148	30	624	6	36	14	4	1	87	8	7	0	3	40	117,416
MAR, 2001	10	221	47	1,033	10	85	8	2	4	68	5	11	28	4	15	70,529
APR, 2001	4	51	20	255	12	82	22	8	7	66	8	20	106	1	39	101,522
MAY, 2001	4	131	16	509	4	17	32	1	2	157	12	16	10	3	66	69,966
JUN, 2001	5	303	15	912	2	46	4	5	0	88	13	7	11	1	4	134,194
JUL, 2001	5	123	24	622	9	26	0	4	4	27	11	15	3	2	105	30,168
AUG, 2001	4	181	18	574	4	27	3	3	2	25	19	8	9	4	16	30,168
SEP, 2001	3	37	14	165	8	63	5	11	2	66	35	18	59	0	16	48,735
<b>TTLS, FY 2001</b>	<b>57</b>	<b>1,471</b>	<b>299</b>	<b>6,007</b>	<b>89</b>	<b>429</b>	<b>153</b>	<b>69</b>	<b>39</b>	<b>730</b>	<b>141</b>	<b>133</b>	<b>378</b>	<b>20</b>	<b>385</b>	<b>822,266</b>

**APPENDIX I:**  
**MATHER TC T&D EVENTS RECORDS FOR FY 2001**